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DEFENSE INTELLIGENCE AGENCY

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1. Critical Events: Within the Defense Intelligence Agency (DIA) certain significant changes to the pre-existing civilian personnel system have been accomplished since 1978 despite the apparent constraints of Title V. Specifically, career ladders for intelligence and support personnel, and complementary performance appraisal systems were established. This enabled management to provide guidelines for all employees to follow in pursuit of their career goals. Subsequently, the 1984 Authorization Act provided DIA with excepted appointing authority, an exemption from the employee grade classification restrictions of Title V, and special termination authority. This allows DIA to use special pay rates to attract and retain personnel for certain hard to fill skill positions, and to match NSA and CIA in paying analysts and others.

2. Personnel Vital Signs: The statistics provided by DIA do not indicate that attrition is a more serious problem for them than anyone else. Their data indicates that they have particular problems recruiting and retaining guards and secretaries. But this is a common problem for all employers in this area. An analysis of the age, grade, and length of service of their staff does not indicate that they have any significant problems. The major skills required of their personnel are in collection, processing, dissemination and "collection management" of data collected by the military departments. Forty percent of the civilian staff is devoted to performing, and supporting, such skills. Sixty percent of the staff is engaged in production, and production support.

3. Compensation/Benefits: In recent years DIA has made what they believe are major improvements to their personnel system. Their only problem is the fear of falling behind CIA and NSA. They hope that whatever new benefits, if any, are provided to CIA and NSA, they are also provided to DIA.

Basically, the DIA personnel system is patterned after Title V. DIA is exempt from certain personnel data reporting requirements, has established its own pay rates (using the GS system as a guide), and uses its own appointment procedures.

4. Future View of Workforce: Their future view of the workforce envisions more civilian professionals as the total number of military officers available to them becomes smaller. Since their mission, and our world, gets more complex every day, they will require a professional staff with more technical and scientific skills than the current staff has.

5. Current Personnel Initiatives: Their current initiatives are an outgrowth of their recent personnel changes. They are building on these improvements to increase their ability to recruit and retain personnel and have not encountered any major problems.

6. DIA Perspective on Problems: From the DIA's perspective, they have indicated that they do not have any major problems with the civilian intelligence personnel system.

7. Project Staff View of Problems: I believe that in a few years, when the current euphoria wears off, DIA will encounter recruitment and retention problems similar to those of the past. This will result from the fact that they will be recruiting against other IC components, with no major advantages or inducements. Most of their staff is assigned to duty in the Washington, D.C. area which can be a disadvantage. The Army intelligence staff, for example, has analysts assigned to work in such locations as

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